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People Profile: Emily McElroy

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that led to the charge for the second eBook Team. This second team was charged at the end of 2009 to:

- Leverage the existing relationship with YBP, the preferred monograph vendor for Alliance libraries, to create an entirely new eBook consortium purchasing model that allows consortium-wide access to titles purchased by individual member libraries.
- Focus on developing and implementing the new model, and on addressing access, collection development, financial, and technical issues outlined in the first eBook Team's report. It is expected that the team will work with the Collaborative Technical Services Team charged with developing technical services operations that support collaborative cataloging/processing for eBook collections.
- Develop a funding model to support the program in an equitable manner.
- Develop a model that prioritizes selection in a way that benefits the most members possible.
- Evaluate the project to determine ongoing viability.
- It is broadly understood that Alliance-wide access to eBooks purchased through this program will require full participation, including financial support, by all Alliance member libraries. We expect that the membership's shared commitment to collaborative strengthening of the Alliance collection will enable the team to craft a program all members can support.²

When the second eBook Team started its work in 2010, there was little consensus regarding the type of purchasing model that would work for Alliance libraries. Because of the heterogeneity of libraries, the team was challenged to identify a purchasing model that would offer enough appealing content without exorbitant costs. Initially, the eBook Team explored six different models. To determine interest in the six models and prepare to write a Request for Information (RFI), members of the eBook Team surveyed collection development representatives from each institution. By the time the RFI was drafted only four models remained under consideration. The first dropped was a pay-per-view model, in which the consortium would pay a fee each time a member used an available eBook. This model would allow for individual access but not ownership by the consortium. The second cut from consideration was a subscription model. Members would have access to a collection of titles, with selection driven by available publisher content and subject selector decisions, for a set time based upon a group payment. The consortium would not have perpetual access to titles after the end of the subscription period unless perpetual rights were negotiated. After surveying members, the eBook Team decided to focus on four

against the grain
people profile

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BORN AND LIVED: Freeport, IL. I have spent most of life either in Freeport or in Chicago. I still consider Chicago my home. I have also lived in Lawrence, KS, Kansas City, MO, Eugene, OR, Union City, NJ, and Portland, OR.

PROFESSIONAL CAREER AND ACTIVITIES: After I received my MLIS, I worked as a Serials and E-Resources Librarian at **Loyola Health Sciences Library**. I decided to keep moving companies in business by moving across the country several times within a five-year period of time. I moved to Eugene to work as Collection Development & Acquisitions Librarian at the **University of Oregon**. I also worked at **New York University** as Head of Acquisitions. Four years ago, I moved back to the Pacific Northwest. I oversee acquisitions, cataloging, systems, data curation, user experience, scholarly communication, digital collections, and collection development. I have been fortunate in my career to have wonderful mentors (**Cindy Hepfer, Lynn Fortney, Beverley Geer, Marilyn Geller, Mary Page** to name just a few) and to work at institutions with excellent leaders who have provided me with a lot of support and room to grow — **Logan Ludwig, Deb Carver, Mark Watson, Faye Chadwell, Carol Mandel, Michael Stoller, Arno Kastner**, and now **Chris Shaffer**.

FAMILY: A thirteen-year-old dog, a Nova Scotia Duck Tolling Retriever. She shares a name, Elston, with a street in Chicago.

SPARE TIME: Watching college basketball (Rock Chalk Jayhawk!), reading, napping, and hanging out in Portland.

FAVORITE BOOKS: *Half of a Yellow Sun* by **Chimamanda Ngozi Adichie**; *Race by Studs Terkel*; all of the Tintin books by **Herge**; anything by **Sarah Vowell**.

PET PEEVES: Spiders.

PHILOSOPHY: "Life can only be understood backwards, but it must be lived forwards" by **Soren Kierkegaard**.

MOST MEMORABLE CAREER ACHIEVEMENT: Um, the amazing librarians I've met and dated in my career! Seriously, meeting and becoming friends with so many wonderful colleagues over the years.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: We will continue seeing an increase in collaborative collection development. As part of this, we will see an increase in libraries sharing approval plans and collections. While library consortia will continue to grow, we will also see shared purchases increase between groups of libraries within a consortium. Vendors and providers will need to adopt their business models to accommodate this smaller level of networked purchasing. This networked purchasing will include an increase in activities similar to **Cornell** and **Columbia's 2CUL**. Oh, and **ALA Midwinter** will cease to exist after poor librarians and vendors unite in opposition. 🐼

models and asked prospective aggregators and publishers to supply quotes for each. The first proposed model was a combination pay-per-view and demand-driven. In this model the consortium would pay a fee for each view of a title by a consortium member; once a determined number of uses were reached the book would be owned by the consortium and available to everyone. The second was a demand-driven model where purchases would be driven by patron use. After a determined number of uses, the cost of the book would be charged to the consortium, which would then own the title. The third was selection by individual title with selectors using YBP's GOBI system to purchase content. Purchases would be driven by subject selectors and at a probable cost-per-title greater than the current cost-per-library purchase. The fourth

proposed model was purchasing subject collections based on publisher availability and subject selector input, with collections built to meet Alliance specifications.

After reviewing member survey results, responses to the RFI, and meeting with eBook aggregators, the eBook Team recommended development of a demand-driven acquisitions (DDA) purchasing model. Users decide which eBooks are purchased based on the books available from an approved list of titles selected by Alliance librarians. Key features of this model include collection parameters defined by selection librarians, reliance on an established budget, and the use of controls to monitor use and purchase. Users make selections "just in time" with no additional librarian mediation.

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